



PUNCHDRUNK

WASTE, DELIVERY & SERVICING MANAGEMENT PLAN

The Cartridge Factory (Buildings 17), The Laboratory (Building 18) and The Carriageworks (Building 19), Royal Arsenal

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PRIVATE AND CONFIDENTIAL

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A. Introduction

A.1. About Punchdrunk

“Punchdrunk, the game changing company who’ve done more to catapult this kind of work into the heart of our culture than any other.”

- The Telegraph

Punchdrunk is an award-winning British theatre company which was established in 2000 by Artistic Director, Felix Barrett MBE. Punchdrunk are world-renowned for pioneering a game-changing form of immersive theatre in which roaming audiences experience epic storytelling inside sensory theatrical worlds. Blending classic texts, from Shakespeare’s *Romeo and Juliet* to Buchner’s *Woyzeck*, with physical performance and award-winning sound, lighting and set design, the company’s infectious format transcends the usual passive spectatorship expected of audiences and instead places them at the heart of the action.

Punchdrunk has developed a phenomenal reputation for transformative productions, with *The Masque of The Red Death* (2007) listed in The Guardian’s ‘50 Best Theatre shows of the 21st Century’. The company was formed by artistic director Felix Barrett, who in 2016 was awarded an MBE in the Queen’s Birthday Honours for services to theatre.

Punchdrunk currently has two large-scale international shows in production. Over 1.3 million people have experienced *Sleep No More*, New York (running since 2011 though now on a Covid hiatus). *Sleep No More* in Shanghai celebrated its third anniversary in December 2019, making it one of the city’s longest running shows (outperforming *Mamma Mia*, *The Lion King* and *Les Misérables*) and was the first theatre show to open after lockdown in the city.

Alongside theatrical works, Punchdrunk has created experiences in digital and video game environments, including unique VR experiences as part of a Samsung partnership including *Believe your Eyes* (winner of a Silver Lion at Cannes 2017) and *ANTIdiaRy*, a multi-platform collaboration with Roc Nation for the launch of Rihanna’s eighth album. Past collaborators include: Sony Playstation, Xbox, Virgin Media, Louis Vuitton and Media Molecule.

In 2020 Punchdrunk launched *The Third Day*, a new TV series starring Jude Law, Emily Watson, Naomie Harris and Paddy Considine, with HBO and Sky Studios in partnership with Plan B Entertainment and writer Dennis Kelly. *The Third Day*’s episode Autumn was nominated for a BAFTA for Best Live Event and won the RTS Award for Live Event.

Punchdrunk Awards include:

Critics Circle Awards 2006: Best Designer for *Faust*. **Manchester Evening News Theatre Awards 2009:** Best Special Entertainment for *It Felt Like a Kiss*. **Obie Awards 2011:** Special Citation - Design, Sound, Lighting, Costumes & Choreography for *Sleep No More*, New York. **Drama Desk Award 2011:** Unique Theatrical Experience for *Sleep No More*, New York. **Shanghai TV & Culture Awards 2017:** Best Breakthrough Act for *Sleep No More*, Shanghai. **THEA Awards 2017:** Outstanding Achievement for *Sleep No More*, Shanghai.

Previous Productions Include:

The Firebird Ball; *Faust*; *The Masque Of The Red Death* and *The Drowned Man: A Hollywood Fable* (co-productions with the National Theatre); *It Felt Like A Kiss* (a collaboration with documentary filmmaker Adam Curtis and Damon Albarn for Manchester International Festival); *The Duchess Of Malfi* (with English National Opera); *The Crash Of The Elysium* (Manchester International Festival and 2012 Cultural Olympiad) and *Kabeiroi*.

A.2. Punchdrunk and Woolwich Works

Woolwich Works is the Royal Borough of Greenwich’s (RBG) landmark development of five heritage buildings on the Royal Arsenal in Woolwich, London, to create a new cultural hub. In 2016, the Royal Borough of Greenwich approached Punchdrunk to be an anchor tenant of Woolwich Works. In October 2021, three of the five buildings (17, 18 and 19) were leased to Punchdrunk, the remaining two (40 and 41) have been leased to Woolwich Creative District Trust, trading as ‘Woolwich Works’. This document relates to The Cartridge Factory (Buildings 17), The Laboratory (Building 18) and The Carriageworks (Building 19), in which Punchdrunk will have their offices, rehearsal and performance spaces, bar, front of house and back of house support facilities including dressing rooms, green room and technical workshop/storage.

In spring 2022, Punchdrunk intends to open their next London show¹, *The Burnt City*, in the buildings, marking the first major Punchdrunk show in London since its five-star production of *The Drowned Man* in 2013.

Punchdrunk and Woolwich Works will work together to ensure that a harmonious and synchronised site is run at all times.

A.3. About this document

A.3.1 This Waste, Delivery and Servicing Plan will inform the logistical arrangements for The Cartridge Factory (Buildings 17), The Laboratory (Building 18) and The Carriageworks (Building 19) in the Royal Arsenal, alongside the temporary structure built on Cartridge Place to link Building 17 and 19.

This document has been prepared to discharge planning conditions no 10 and 13 with reference to appropriate guidance documents indicated.

Condition 10	Prior to the operation of the development, full details of the refuse storage and recycling facilities and refuse collection arrangements shall be submitted to, and approved in writing by the Local Planning Authority. These details shall include, but not be limited to, the location of bin stores, access to bin stores and vehicle movements. The storage and recycling facilities and arrangements shall in all respects be constructed in strict accordance with the approved details prior to the operation of the development.
Reason 10	In order that the Council may be satisfied with the details of the proposal and ensure compliance with Policy DH1 of the Royal Greenwich Local Plan: Core Strategy with Detailed Policies (July 2014). Which states that we should demonstrate on-site waste management including evidence of waste reduction, use of recycled materials and dedicated recyclable waste storage space;
Condition 13	Prior to the occupation of the development, a Delivery and Servicing Plan shall be submitted to and approved in writing by the Local Planning Authority.

¹ Please note that all information regarding the show is highly confidential and must remain so until such time as the information is widely available in the public domain.

Punchdrunk – Waste, Delivery & Servicing Management Plan

	The plan shall demonstrate the expected numbers and times of delivery and servicing trips to the site including vehicle sizes and tracking to show suitable access can be achieved. The approved Delivery and Servicing Plan shall be implemented in full accordance with the approved details from the first occupation of the development and shall be adhered to for the lifetime of the development.
Reason 13	In order to ensure vehicle movements are minimised and satisfactorily managed to safeguard residential amenity and pedestrian and traffic safety and ensure compliance with Policy 6.3 of the London Plan (2016) and Policies IM1 and IM(a) of the Royal Greenwich Local Plan: Core Strategy with Detailed Policies (2014).

A.3.2. The goal of this document is to provide details and guidelines in regards to waste management, deliveries and servicing for the Buildings. It aims to set out operational principles to do with traffic and waste management, whilst minimising disturbance for the local resident's related to noise and operational traffic. For specific Audience Management Strategy, including Transport for Audiences, please see the Visitor Management Plan and Travel Plan.

A.3.3. This document is supported by Punchdrunk's Woolwich Sustainability Action Plan and is at the core of our business strategy. Punchdrunk is committed to minimizing waste and environmental impact in all its activities, as far as is reasonably practicable, by utilising the most environmentally friendly materials and, whenever waste is unavoidable, to find the most environmentally friendly waste companies to dispose of it. In addition, Punchdrunk is committed to trying to avoid wastage by recycling sets and props, sourcing second-hand items, and passing on any surplus materials or unwanted sets or props through local arts networks.

A.3.4. Sustainability is part of our core strategy and our activity is reviewed on a weekly basis by all of the Heads of Department in our Production Meetings. Our Sustainability Plan is reviewed on a six month basis by the appointed venue senior management team.

A.3.5. Together with RBG, Punchdrunk is committed to working towards meeting the Mayor of London's target of 50% of local authority collected waste being recycled or composted by 2020, aspiring to 60% by 2031 as set out in the London Plan (Chapter 5.16). The guidelines in this document aim to maximise the separation of waste for recycling and reuse and minimise the amount of waste sent for energy recovery by incineration or to landfill.

A.3.6. The author of the first version of this document is Elinor Williams, Building Manager who is responsible for the operational running of the Buildings. This document will be reviewed by our Operations Team (which comprises: Building Manager, Head of Production, Senior Producer and Producer) on a regular basis. It will be regularly reviewed and updated to ensure that it can adapt as necessary to local adjustments.

B. DELIVERY AND SERVICING

B.1 Timings

B.1.1. Deliveries and Servicing for the building will be planned in advance, as far as is reasonably practicable, and care will be taken to ensure that these activities are carried out in accordance with the greater site management regulations set by the Landlord, Royal Borough of Greenwich (RBG) and the Superior Landlord, Berkeley Homes (BH).

B.1.2. These activities will be scheduled to cause minimal disruption to local residents to take place between the hours of 8am and 8pm. Deliveries for construction works will be scheduled in advance to arrive between 08:00 and 17:00 to avoid congestion for local residents.

B.1.3. Deliveries and loading for the show shall, wherever possible, take place between the hours of 08.00 and 23.00 daily. If in exceptional circumstances it is necessary to make arrangements outside of these hours, suitable management arrangements (in dialogue with the site team) will be put in place to minimise any disruption.

B.2 Traffic Management

B.2.1. Any vehicle accessing pedestrianised areas will require an escort by suitably trained and recognisable banksmen.

B.2.2. A Delivery Log Book is in operation and overseen by the Building Department and Head of Crew to ensure that there is adequate notice to avoid congestion, ensure sufficient banksmen provision, and communication with the site concierge team.

Small deliveries/ couriers

All small deliveries, up to a Luton van, will be booked to arrive/ collect from B19 Main reception between 08:00 and 17:00 accessed via Carriage Street and will not require banksmen assistance or notification to the concierge.

Delivery or Collections arranged for other areas of the buildings (due to the nature of the collection/ delivery) will be entered into the Delivery log book in advance, notified to the concierge and be subject to the same controls as larger vehicles including banksmen when travelling over pedestrian areas.

Large vehicles

Larger vehicles (over a Luton) will be entered into the Delivery log book in advance and notified to the concierge. These vehicles will be met at the controlled barrier on Duke of Wellington Avenue and moved under control of a trained Banksmen from that point subject to the agreed routes as outlined in the travel plan.

B.3 Delivery frequency

B.3.1. It is anticipated that the site will have varying levels of deliveries over the coming months. During the construction and set build (anticipated to continue until the end of March 2022) there will be multiple small deliveries throughout the day to all three buildings and the construction site on Cartridge Place. Large deliveries will be booked in advance and care will be taken to minimise the numbers of these large deliveries daily to avoid undue disruption to local residents and traffic flow.

B.3.2. Once the venue is operational the frequency of deliveries will drop to that needed to service the show and office function. There may be periods of increased activity for special events requiring delivery and collection of additional equipment. This activity will be managed so as to avoid undue disruption to local residents and traffic flow

B.4 Contractors Vehicles Parking/ Waiting

B.4.1. Where possible contractors will utilise the bays allocated to Punchdrunk in the Carriage Street car park or the small yard between The Laboratory and Cartridge Factory. Trade Vehicles will be required to seek a permit from the concierge. These should be requested in advance by Punchdrunk.

B.5. Traffic Marshals

B.5.1. Punchdrunk will retain a team of staff trained to assist and manage vehicle movements and deliveries.

B.5.2. All deliveries will be stewarded by two traffic marshals to the specific loading bay from the Royal Arsenal Traffic Barrier. All Punchdrunk traffic marshals to be certified. (Trafficmarshall and/or Banksman Trained).

C. Waste Management**C.1. General arrangements**

C.1.1. Commercial bins that separate glass, mixed recycling and general waste will be used throughout all phases of the project.

C.1.2. Additional collection streams may be used for food, garden and confidential waste as required.

C.1.3. It is expected that the Commercial Rubbish Collections will be undertaken by Eurobins.

C.2 Waste Streams

C.2.1. The identified waste streams are as follows:

- General Office Waste (Mixed recycling/ general waste/ food waste/ specific collections)
- Show consumables/ small props (Mixed recycling/ general waste)
- Bar waste (Mixed recycling/ general waste/ Glass/ Food Waste)
- Special Events Waste (Mixed recycling/ general waste/ Glass/ Food Waste)
- Toilets (General waste/ Sanitary Waste collections)
- Public bins (Mixed recycling/ general waste)
- Facilities (specific collections for white goods/ electricals/ bulbs etc as needed)
- Workshop (wood and small construction materials)

C.3 Storage Requirements

C.3.1. The current storage requirements are as follows:

The Carriageworks

3 x mixed recycling 1100 Litre eurobins
2 x General Waste 1100 Litre eurobins
4 x Glass collection wheelie bins

The Cartridge Factory/ The Laboratory

2 x recycling 1100 Litre eurobins
2 x General Waste 1100 Litre eurobins
2 x Glass collection wheelie bins

C.3.2. These requirements will be regularly reviewed and updated to ensure that they are meeting the needs of the buildings.

C.4. Location of bin stores

C.4.1. RBG, Punchdrunk and Berkeley Homes are currently in the process of finalising the appropriate location for the bin stores.

C.4.2. It is anticipated that they will be located as follows:

- The main bin store servicing the three buildings will be located in the loading yard between B17 and 18.
- A smaller bin store will be located on Cartridge Place behind the temporary link structure which will serve the bar and B19 office.

C.5. Access to bin stores

C.5.1. Access to the bin stores will be secured and not accessible to the general public

C.5.2. Collection Vehicle access to bin stores will follow agreed routes as above (see Map 1).

C.5.3. In order to reduce the number of bins to be stored on site collections will be made daily Monday - Saturday between the hours of 08.00 and 22.00.

C.5.4. Bar and Glass waste will be collected and stored internally each evening and taken out after 08.00, no glass will be tipped after 22.00.

C.6. Skips and Bulky waste

C.6.1. Due to a limited amount of storage space on site, general waste skips will be used and the materials separated at an off-site facility for recycling wherever possible or further disposal.

C.6.2. Punchdrunk may at times arrange for bulky waste collections to take place, these vehicles will be arranged in line with the general delivery and servicing guidelines.

D. Pedestrian and vehicle interactions

The Royal Arsenal Riverside site is predominantly pedestrianised and as such the risk associated with interactions between pedestrian and vehicular traffic in respect of visitors arriving at or leaving from the venues is relatively low.

D.1 Traffic Marshals

D.1.1. Where the BH concierge requires, all deliveries to the venue (other than Building 19 which has road access) will be marshalled.

D.1.2. Punchdrunk will provide an appropriately-trained vehicle marshal in respect of Buildings 17, 18 (which do not have road access) to escort each delivery vehicle from the designated estate entry point to the designated delivery point at the venue whenever vehicles are required to cross otherwise pedestrianised areas of the Estate.

D.2 Traffic between B17 and B19

D.2.1. Punchdrunk may at times need to move access equipment between the buildings on public footpaths and roads. These vehicles are to be marshalled when travelling through the public realm as per site requirements and are subject to highway code requirements.

D.3 Access Points

D.3.1. Map 1, below, shows the site boundary (red) and the proposed access points for pedestrians arriving from public transport hubs (River, DLR, National Rail, Buses – shown in pink), and delivery vehicles (blue).

D.3.2. There are no changes to roads or walking routes to the site proposed as part of the current development, with the exception of the approved changes for the temporary link structure explained in section E below.

D.3.3. Four primary access points to the building are shown on the map below:

1 Main public entrance to Link Building on Cartridge Place, on the south side of the building, accessed via the pedestrianised No. 1 Street.

2 Primary staff and artist 'Stage Door' pedestrian entrances, accessed via a pedestrianised zone from No.1 Street, or via Carriage Street.

3 Delivery access via pedestrian zones to Loading Bays at buildings 17 and 19.

4 Large Delivery access for Building 17 and 18 via pedestrianised areas via manual barriers onto Artillery Square/ No 1 Street

D.3.6. As there is no car parking provision on the site itself no proposed route for cars is shown, however it is anticipated that those requiring car parking nearby such as disabled visitors and staff members will use the blue route to access the public parking in the yard of B19 (not controlled by Punchdrunk) or Heritage Centre Car Park (not controlled by Punchdrunk).

E. The temporary link structure

E.1.1. As part of the construction of the temporary link structure on Cartridge Place, access from Cartridge Place has been suspended and will remain closed until 2025.

E.1.2. Working with RBG and BH, Punchdrunk notified local residents and businesses of the work commencing in September 2021.

E.1.3. The pedestrian access has been rerouted so that pedestrians moving between James Clavell Square and Duke of Wellington Avenue now use No 1 Street or Carriage Street.

E.1.4. The site-wide logistics of the Royal Arsenal Site, specifically with respect to local deliveries, were updated by BH, access to the rear of B17 and 18 is managed by the controlled barrier on Duke of Wellington Avenue. This was established in September 2021 and has been running smoothly.